

Career development

Insight report

March 2021

Executive Summary

This survey is based off entries from over **7,600+** and **4,500+** working from home within the workplace employees. To analyse employees' career progression, this report focuses on five questions:

- I am being developed
- I am trusted to make decisions
- I am allowed to make decisions
- My views are heard at work
- I am recognised when I do something well

This report's objective is to compare the scores of employees working from home to those working within the organisation, and from these scores display the difference within. The average Workplace Happiness scores of the two groups confirmed that working from home employees are **+2.7%** more happy than those employees working within their workplace/organisation (**72.5%** vs **69.8%**). This margin of scores is notably, but not concerningly different.

When employees were asked "I am being developed", working from home employees scored **+5.5%** higher than those working from their organisations (**69.8%** vs **64.3%**). The difference between male and female employees were equally split between the two working environments (**+5.3%** and **+5.4%** in working from home employees' favour for male and female). Management employees were level between the two environments, however non-management employees working in their organisations fell **-6.8%** behind those working from home. Within ethnicity, interesting finds are seen within Black/African/Caribbean employees, as not only did they score the highest in both working environments (WFH **73.1%** and WFO **72.4%**) but the difference between the two scores was marginal (**0.7%**).

A theme first seen in this question follows suit throughout the report. Management scores are level between management employees working from home vs working within their organisation, with some questions producing higher scores for WFO employees. From this it can be concluded that in order for scores to improve for companies with a large cohort of WFO employees, it is those within non-management positions that must be focused upon.

Within Information Sharing, employees are asked whether they are "trusted to make decisions". This question displayed positive results for both working environments, as WFH employees scored **+2.3%** higher than WFO employees (**72.9%** vs **70.6%**).

Male and female employees carried on this positive insight as within each respective working environment (WFH and WFO), the difference of male and female scores was **+0.1%** and **+0.2%** in male employees' favour. Despite this, WFH employees still scored **+2.2%** and **+2.3%** higher for male and female scores.

WFO managers scored **+1%** higher than managers WFH, and the difference in non-management scores was reduced drastically from the previous question, as WFH employees scored **+2.5%** higher than WFO.

Mixed and Multi-ethnic employees recorded the lowest WFH score (**70.6%**) whereas Asian employees produced the lowest WFO result (**67.4%**) - the difference between Asian employees working from home compared to working in the organisation was significant (**+5% WFH**) when it comes to being trusted to make decisions.

Similarly to the last question, within the Information Sharing framework employees are asked whether they are "allowed to make decisions". Both WFH and WFO employees' scores dropped (70.1% and 66.8%), signaling that although they feel trusted to, they are not actually making decisions whilst at work. This is particularly apparent for WFO employees, as their score dropped by **-3.8%** (compared to **-2.8%** for WFH employees).

Female and male WFH employees are allowed to make more decisions than those working within their organisations (**+3.4%** and **+2.9%** respectively). Male employees scored higher than females within both working environments.

The results from this question confirm that WFO managers are more likely to and are more trusted to make decisions at work, as they scored **+0.8%** higher than WFH managers. Contrastingly, non-management employees are **-3.5%** less likely to make decisions at work, with both sets of non-management employees falling significantly behind their management colleagues for this question.

White employees working from home and within the workplace make the most decisions (**70.7% and 67.4%**). Mixed and multi-ethnic employees recorded the lowest results within both sets of working environments (**68.2%** and **63.6%**). But again it was Asian employees who suffered the highest margin of scores between the two environments (**6.2%**).

The third and final Information Sharing question was analysed in this report, as this Step to Workplace Happiness is fundamental towards employees' career development - it is the centre of employees' learning within the workplace. Likewise with the two other Information Sharing questions, employees WFH scored higher than those WFO when asked "My views are heard at work" (**70.9%** vs **66.2%**).

Within gender, the most significant divide of scores came within males, as WFH males scored **+5.2%** higher than those WFO. The margin between female employees was still

Within gender, the most significant divide of scores came within males, as WFH males scored **+5.2%** higher than those WFO. The margin between female employees was still

Notable (**+4.1%**), but it is positive news that the difference between female and male workers in the two different working environments is narrow (WFH = **+0.4%** males, WFO = **+0.7%** females). Management employees WFH for the first time scored higher than those WFO (**73.3%** vs **72.7%**) as WFH non-management employees recorded a score **+5.2%** than non-management WFO.

Within the ethnic groups, there were disparities between WFH and WFO scores for all groups, again the largest coming within Asian employees (**+7.3%** WFH), however they did score the joint highest within WFH alongside Black/African/Caribbean employees. The lowest scores within both working environments was displayed in Mixed and multi-ethnic employees (**70.3%** and **64.2%**).

Lastly, employees were asked "I am recognised when I do something well". WFH employees scored **+4.1%** higher than those working within their organisations (**69.2%** vs **65.1%**).

Male employees WFH are scored slightly higher than those WFO (**68.7%** vs **67.8%**), but female employees WFH scored **+3.8%** higher than their female peers WFO (**69.7%** vs **65.9%**).

Management employees scored equally (**70.3%**) within the WFH and WFO environments, but again there was a discrepancy of scores for non-management employees (**68.2%** vs **62.7%**). This final question concluded the findings stated earlier in the executive summary.

For the first time, Black/African/Caribbean employees recorded the lowest result in any environment (**64.5%** within WFO) - Mixed and multi-ethnic employees again scored the lowest within WFH (**67%**). Due to the low WFO score, Black/African/Caribbean employees had the highest margin between the two working environments (**+5.4%** WFH).

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The Six Steps to Workplace Happiness

Six Steps to Workplace Happiness

If employee happiness is the objective, it is possible to create a sense of ownership and responsibility around a business in a range of ways. Individuals who feel they have more power over their working life, well-being and environment will take more responsibility for the success of their employer. The endgame should be a more engaged society that promotes greater happiness, collective endeavor and a fairer sharing of success.

The Six Steps to Workplace Happiness is a framework that encompasses the six key drivers of employee engagement, happiness and wellbeing: Reward and Recognition, Information Sharing, Empowerment, Well-being, Instilling Pride and Job Satisfaction.

REWARD AND RECOGNITION



Everyone in an organisation should enjoy the rewards of success. If you are not earning a fair salary, no amount of recognition will make you feel rewarded. Your pay scale must meet expectations and encourage discretionary effort.

INFORMATION SHARING



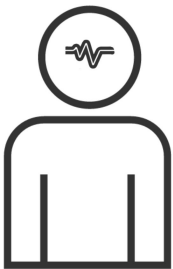
Not sharing information makes employees feel like an unimportant part of the business. We all need to have a realistic and well-sourced view of the organisations we work for, regardless of your job title. The level of detail we receive may be different, but information forms the basis of the decisions we make every day.

EMPOWERMENT



Empowering employees must be an indisputable aim of all organisations. All employees must be a part of the decision-making process, listening to their ideas and integrating their suggestions into the company's strategies. Personal experiences inevitably bring different solutions, and by listening to all views, the best outcome can be reached.

WELL-BEING



Health and well-being is broken down into three key areas; physical, emotional and financial. By addressing all three, employers will improve engagement levels and productivity.

INSTILLING PRIDE



Employees who love what they do and feel proud of where they work will speak openly and positively about it to colleagues, potential employees, customers and people in their community. When people ask that inevitable, getting-to-know-you question of 'where do you work?', you'll hear the pleasure in their voice when they reply.

JOB SATISFACTION



There are many elements to feeling satisfied at work, but time and again, two key reasons are cited: personal development and the strength of your relationship with your line manager.

'I am being developed'



Average Workplace
Happiness score

WFH vs WFO

72.5% vs 69.8%
(+2.7%)



'I am being developed'
score

WFH vs WFO

69.8% vs 64.3%
(+5.5%)

I am being developed



Female score

70.6% vs 65.3%

(+5.3%)



Male score

68.5% vs 63.1%

(+5.4%)



Other score

71.2% vs 62.6%

(+8.6%)



Management
score

72% vs 72%

(0%)



Non-management
score

67.6% vs 60.8%

(+6.8%)



Asian employees
score

72.2% vs 68.7%

(+3.5%)



Black/African/
Caribbean employees
score

73.1% vs 72.4%

(+0.7%)



Mixed/Multi-ethnic
Employees
score

70.1% vs 66.2%

(+3.9%)

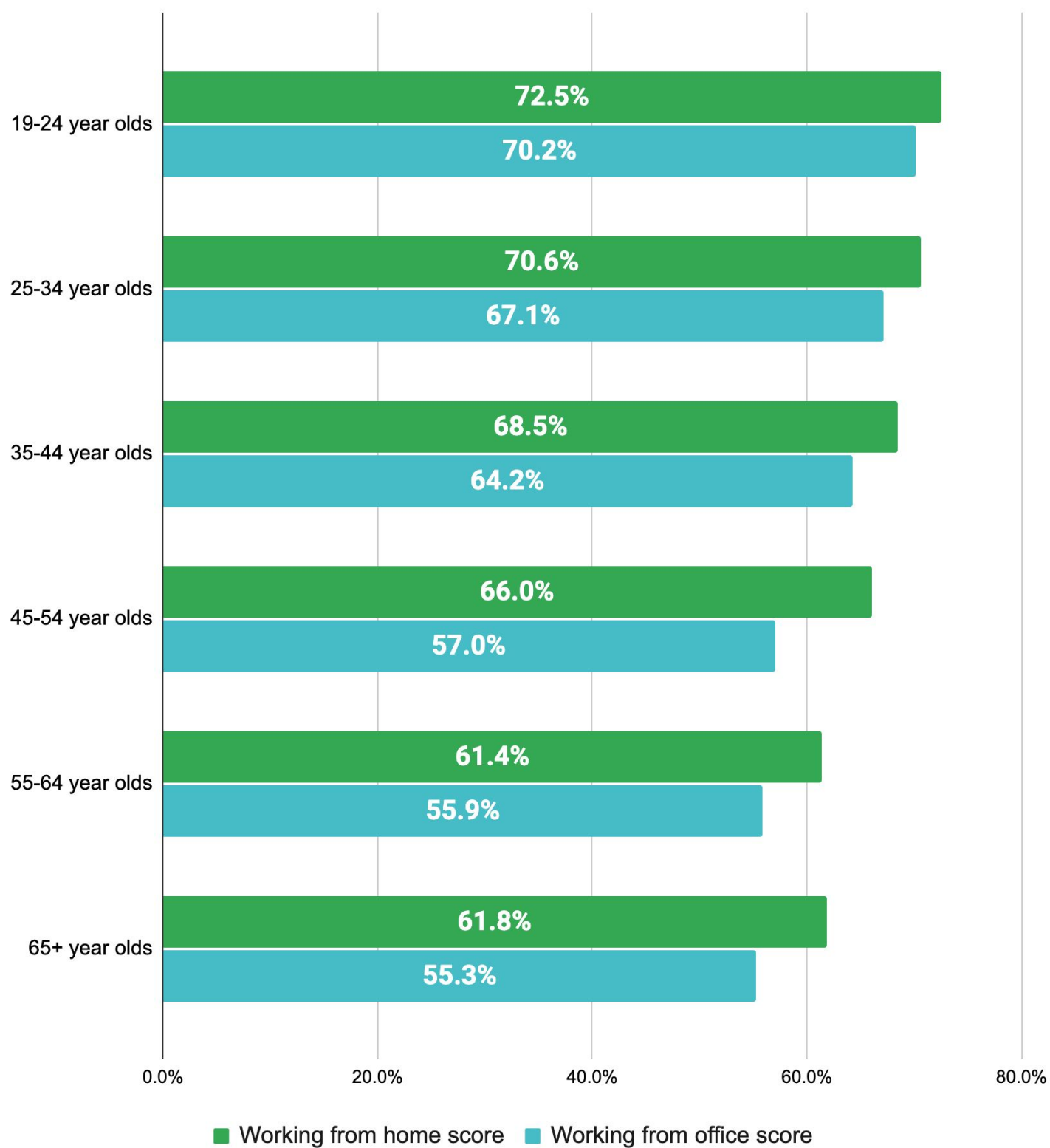


White
employees
score

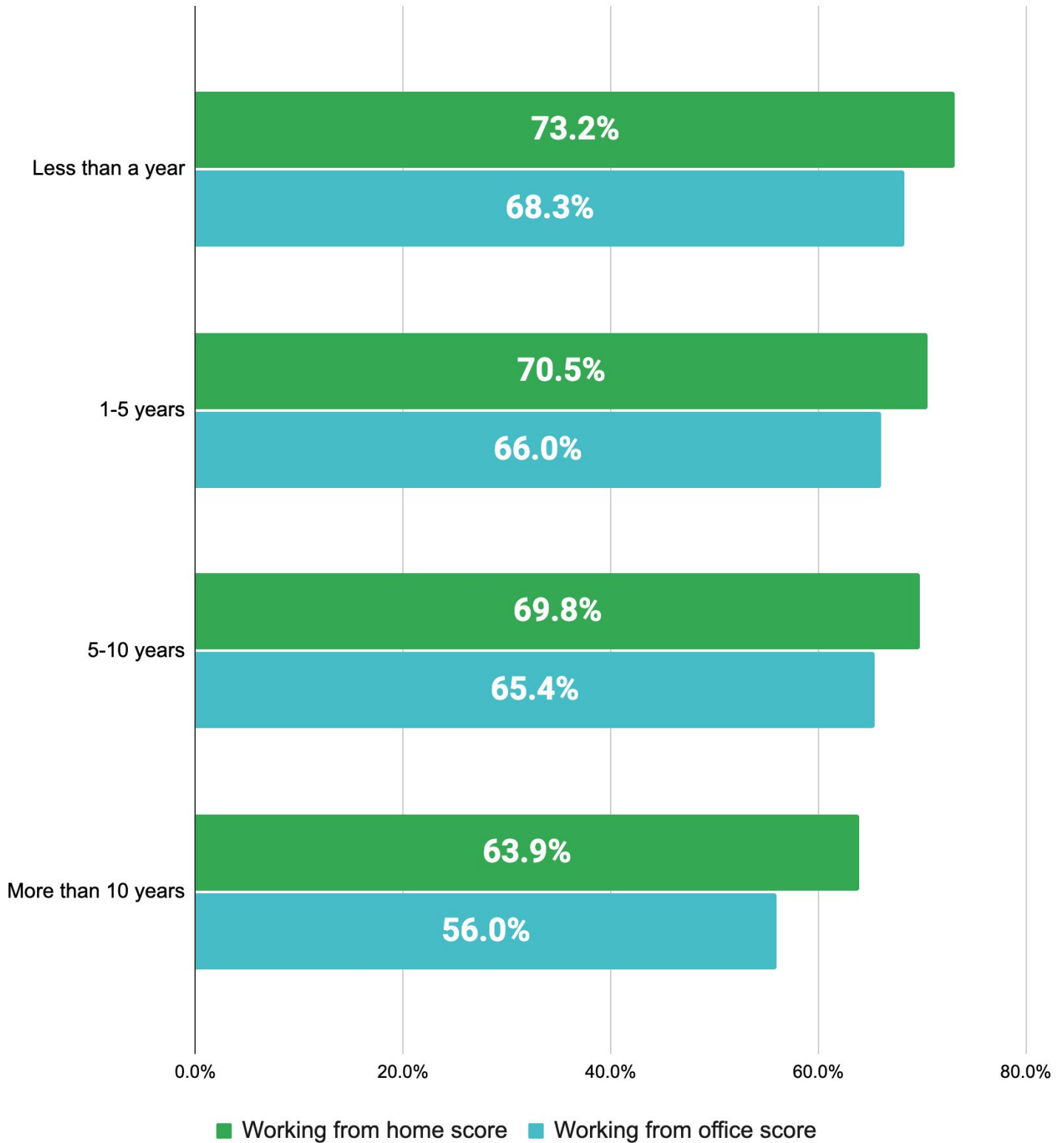
69% vs 63.3%

(+5.7%)

Age comparison



Service length comparison



Industry comparison

Industry	Working from home	Working from Office
Advanced Manufacturing and Services	71.8%	67.2%
Agriculture, Forestry and Fishing	64.5%	66.5%
Architecture and Design	72.5%	67.9%
Business and Management Services	72.2%	73.5%
Chemicals, Mining and Metals Manufacturing	67.7%	62.8%
Construction and Building Materials	69%	66.7%
Defence	74%	71.9%
Education and Research	68.9%	65.6%
Energy and Utilities	63.7%	66.3%
Entertainment and Media	70.7%	76.1%
Financial Services	71%	69.4%
Health and Social Care	71.9%	65.7%
Hospitality	69.6%	66.7%
Legal Services	67.8%	68.5%
Manufacturing Consumer Goods	68.7%	63.5%
Marketing and Advertising	76%	75.5%
Non-profit Organisations	69.2%	61.9%
Other	69%	60.3%
Public Sector	66.9%	60.1%

Industry comparison

Industry	Working from home	Working from Office
Real Estate	64.1%	66.9%
Retail	70%	59%
Technology	72.3%	64.8%
Telecommunications and Publishing	63%	76.7%
Transportation and Logistics	66.5%	56.1%
Travel and Leisure	63.2%	63%
Wholesale	69%	57.3%

'I am trusted to make decisions'



Average Workplace
Happiness score

WFH vs WFO

72.5% vs **69.8%**
(+2.7%)



'I am trusted to make
decisions' score

WFH vs WFO

72.9% vs **70.6%**
(+2.3%)

I am trusted to make decisions



Female score

73% vs 70.8%

(+2.2%)



Male score

72.9% vs 70.6%

(+2.3%)



Other score

67.7% vs 55.8%

(+11.9%)



Management
score

75.3% vs 76.3%

(+1%)



Non-management
score

70.6% vs 68.1%

(+2.5%)



Asian employees
score

72.4% vs 67.4%

(+5%)



Black/African/
Caribbean employees
score

72.3% vs 71.5%

(+0.8%)



Mixed/Multi-ethnic
Employees
score

70.6% vs 68.5%

(+2.1%)

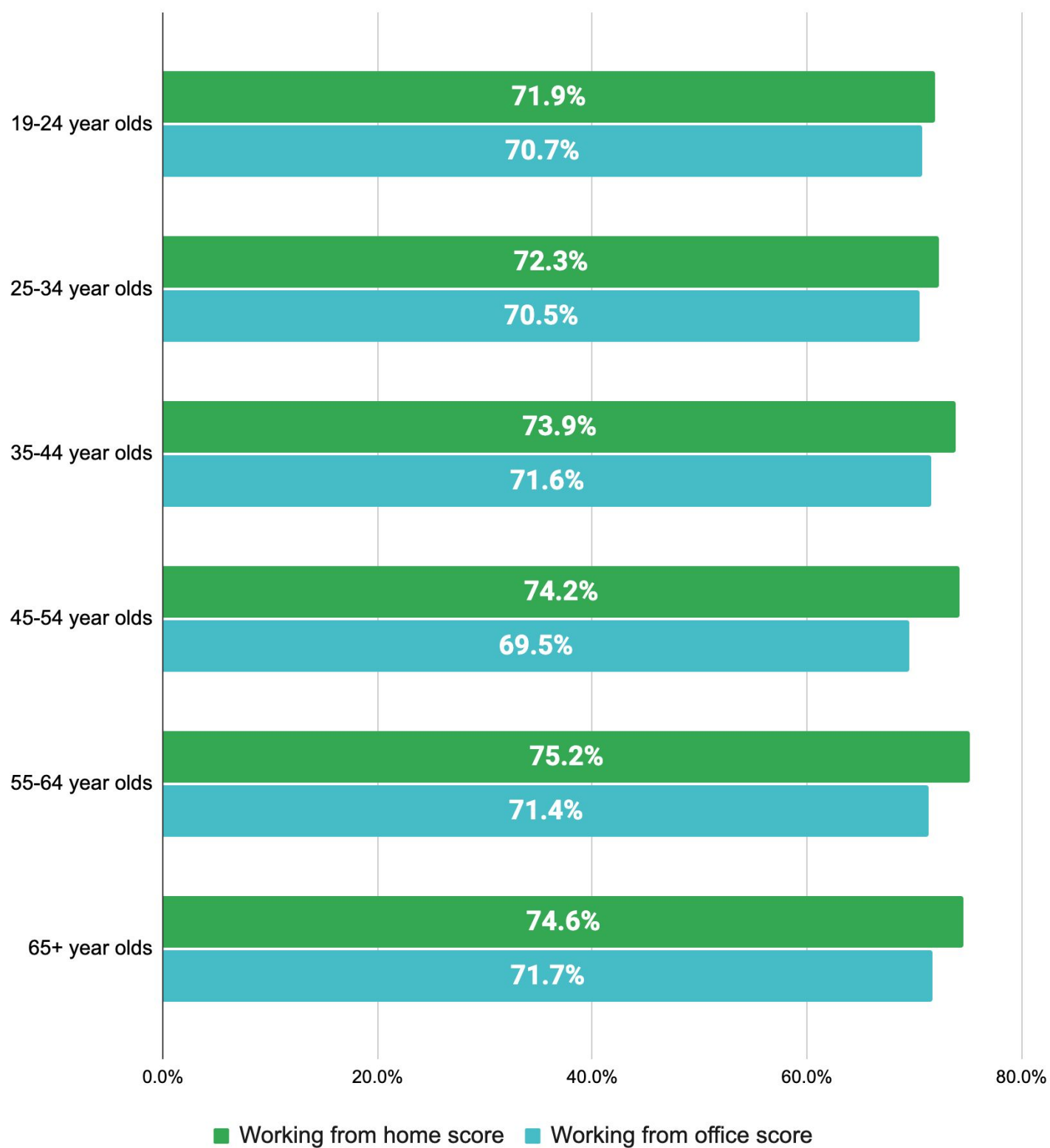


White
employees
score

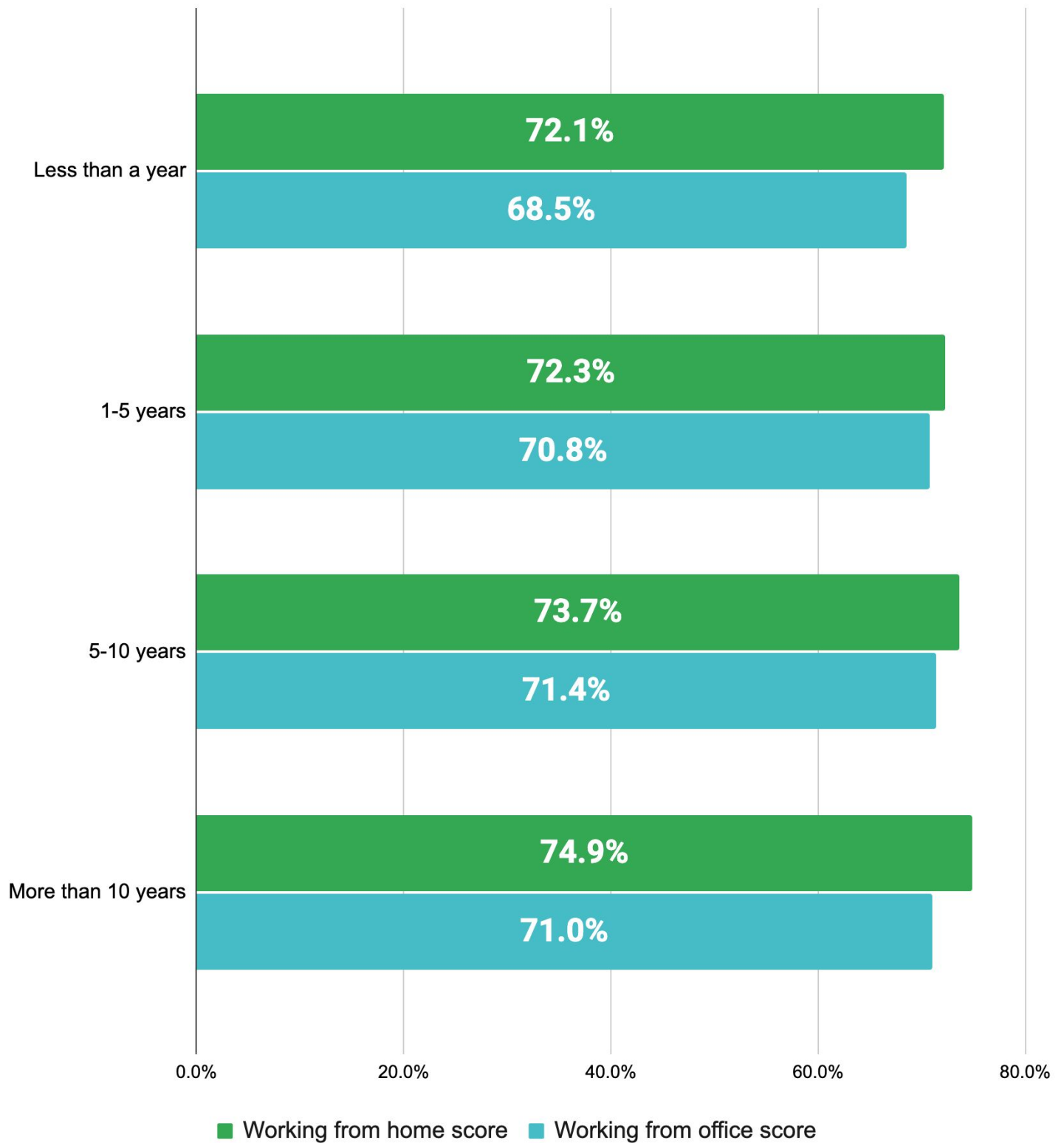
73.5% vs 71.1%

(+2.4%)

Age comparison



Service length comparison



Industry comparison

Industry	Working from home	Working from Office
Advanced Manufacturing and Services	72%	70.6%
Agriculture, Forestry and Fishing	66.4%	70.9%
Architecture and Design	70.8%	67.5%
Business and Management Services	73.4%	71.8%
Chemicals, Mining and Metals Manufacturing	65.8%	63%
Construction and Building Materials	72.7%	75.6%
Defence	69.8%	61.5%
Education and Research	72%	71%
Energy and Utilities	66.1%	73%
Entertainment and Media	73.2%	70.6%
Financial Services	74.2%	70.6%
Health and Social Care	76.4%	72%
Hospitality	72.4%	72.6%
Legal Services	72.2%	70.9%
Manufacturing Consumer Goods	72.2%	65.6%
Marketing and Advertising	76.2%	76.1%
Non-profit Organisations	73.7%	76%
Other	73.5%	70.5%
Public Sector	71%	71.4%

Industry comparison

Industry	Working from home	Working from Office
Real Estate	74.6%	77.6%
Retail	72%	67.4%
Technology	74.8%	69.6%
Telecommunications and Publishing	69.8%	78.3%
Transportation and Logistics	75%	67.7%
Travel and Leisure	66.8%	70.2%
Wholesale	72.2%	69%

'I am allowed to make decisions'



Average Workplace
Happiness score

WFH vs WFO

72.5% vs 69.8%

(+2.7%)



'I am allowed to make
decisions' score

WFH vs WFO

70.1% vs 66.8%

(+3.3%)



'I am trusted to make
decisions' score

WFH vs WFO

72.9% vs 70.6%

I am allowed to make decisions



Female score

69.7% vs 66.3%

(+3.4%)



Male score

70.7% vs 67.8%

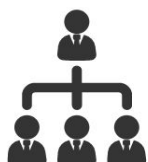
(+2.9%)



Other score

69.3% vs 56%

(+13.3%)



Management
score

73.3% vs 74.1%

(+0.8%)



Non-management
score

67.1% vs 63.6%

(+3.5%)



Asian employees
score

69.9% vs 63.7%

(+6.2%)



Black/African/
Caribbean employees
score

69.6% vs 65.7%

(+3.9%)



Mixed/Multi-ethnic
Employees
score

68.2% vs 63.6%

(+4.6%)

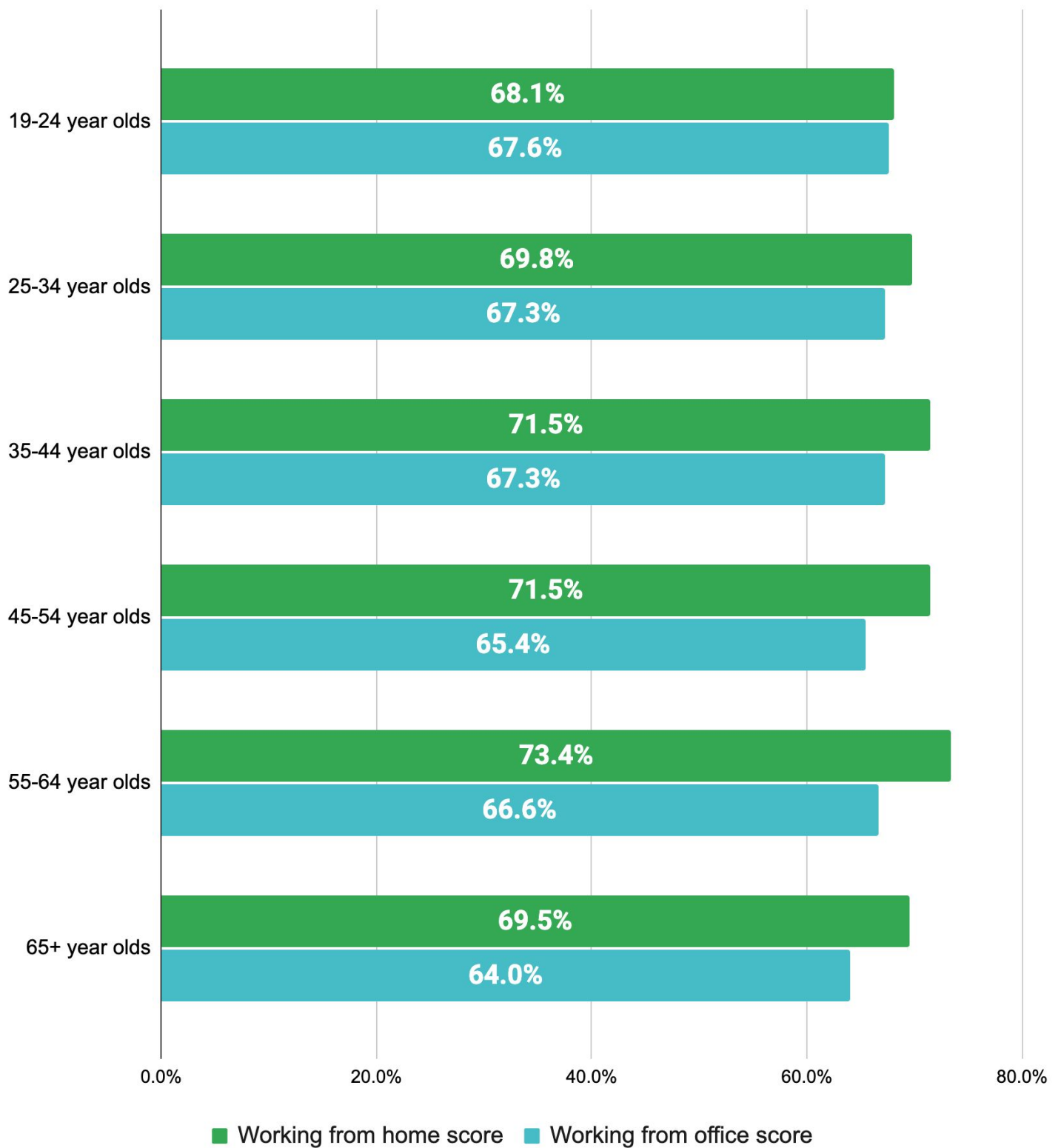


White
employees
score

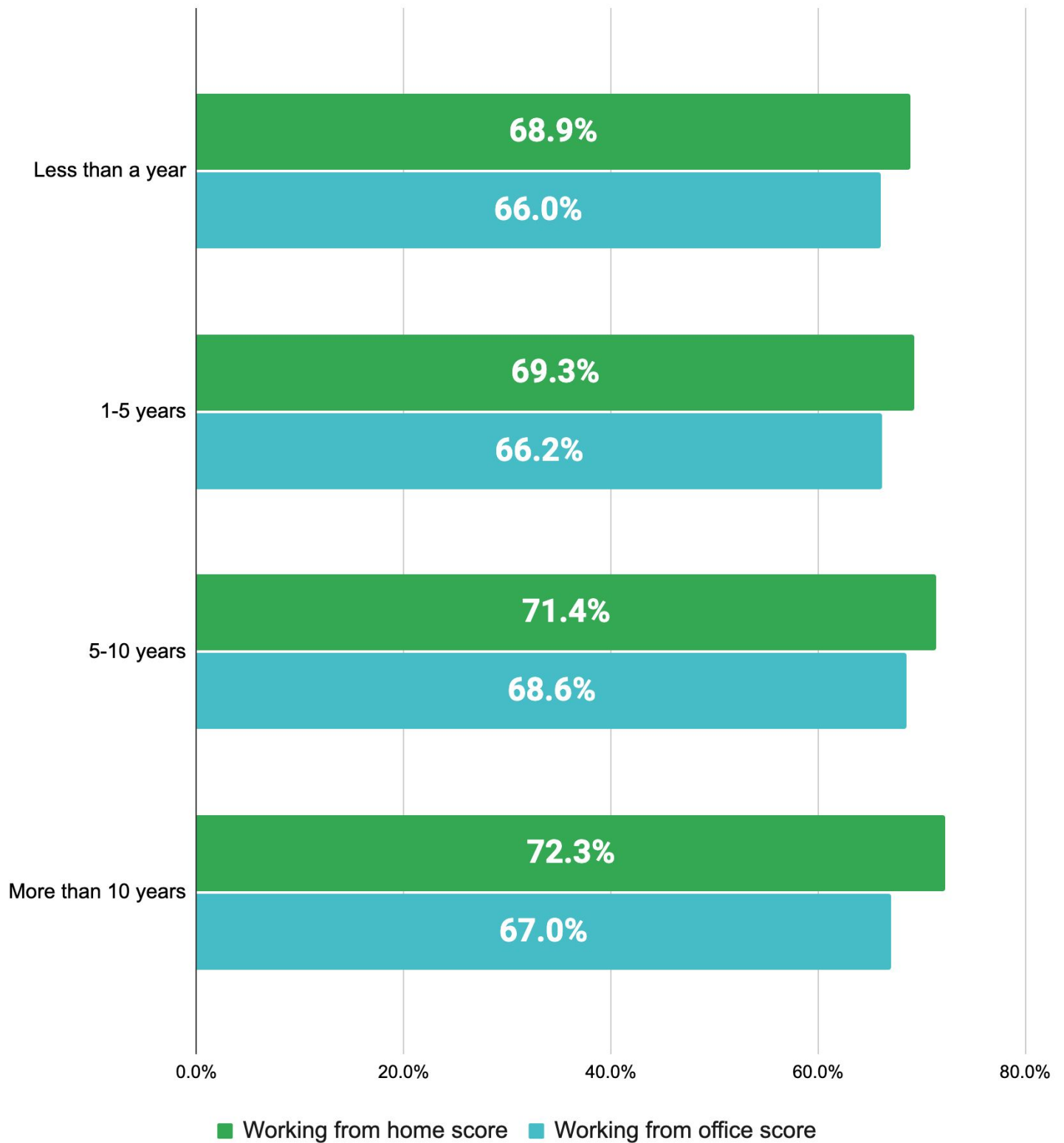
70.7% vs 67.4%

(+3.3%)

Age comparison



Service length comparison



Industry comparison

Industry	Working from home	Working from Office
Advanced Manufacturing and Services	71.7%	67.9%
Agriculture, Forestry and Fishing	66.3%	66.7%
Architecture and Design	67.1%	65.6%
Business and Management Services	70.9%	70.3%
Chemicals, Mining and Metals Manufacturing	67%	61.9%
Construction and Building Materials	70.9%	72.8%
Defence	68.5%	65.4%
Education and Research	68%	67.7%
Energy and Utilities	64.6%	69.8%
Entertainment and Media	70.1%	68.1%
Financial Services	70.8%	68.6%
Health and Social Care	71.8%	67%
Hospitality	68.9%	69.4%
Legal Services	68.8%	70.4%
Manufacturing Consumer Goods	69.7%	63.2%
Marketing and Advertising	75.4%	71.4%
Non-profit Organisations	73.2%	72.9%
Other	68.6%	67.3%
Public Sector	68.8%	67.6%

Industry comparison

Industry	Working from home	Working from Office
Real Estate	70.7%	67.6%
Retail	68.2%	61.7%
Technology	75.2%	70.3%
Telecommunications and Publishing	68.4%	75%
Transportation and Logistics	71.7%	63.2%
Travel and Leisure	64.2%	64%
Wholesale	69.1%	63.9%

'My views are heard at work'



Average Workplace
Happiness score

WFH vs WFO

72.5% vs 69.8%

(+2.7%)



'My views are heard at
work' score

WFH vs WFO

70.9% vs 66.2%

(+4.7%)

My views are heard at work



Female score

70.7% vs 66.6%
(+4.1%)



Male score

71.1% vs 65.9%
(+5.2%)



Other score

70.5% vs 55.8%
(+14.7%)



Management
score

73.3% vs 72.7%
(+0.6%)



Non-management
score

68.5% vs 63.3%
(+5.2%)



Asian employees
score

72.1% vs 64.8%
(+7.3%)



Black/African/
Caribbean employees
score

72.1% vs 66.8%
(+5.3%)



Mixed/Multi-ethnic
Employees
score

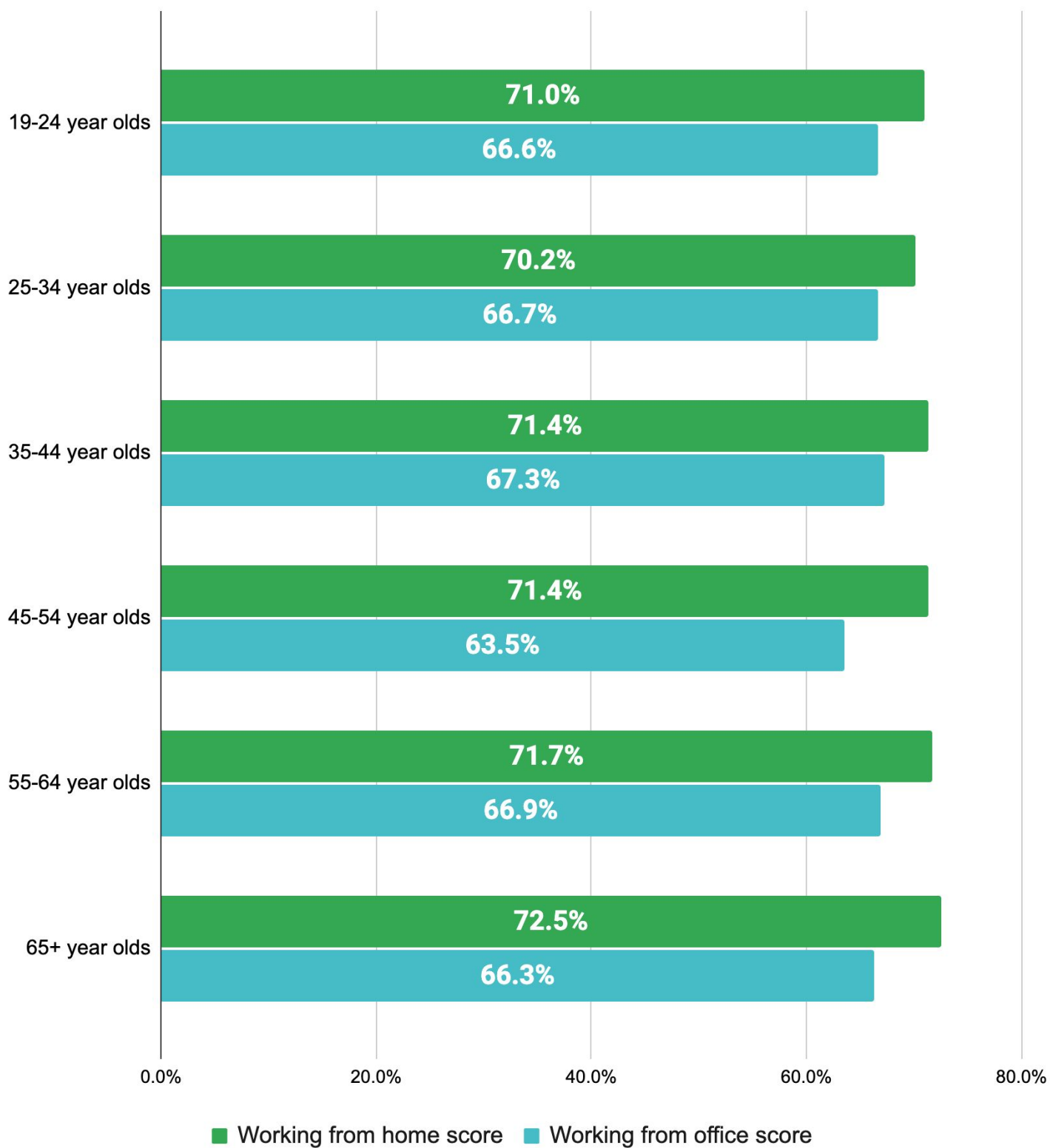
70.3% vs 64.2%
(+6.1%)



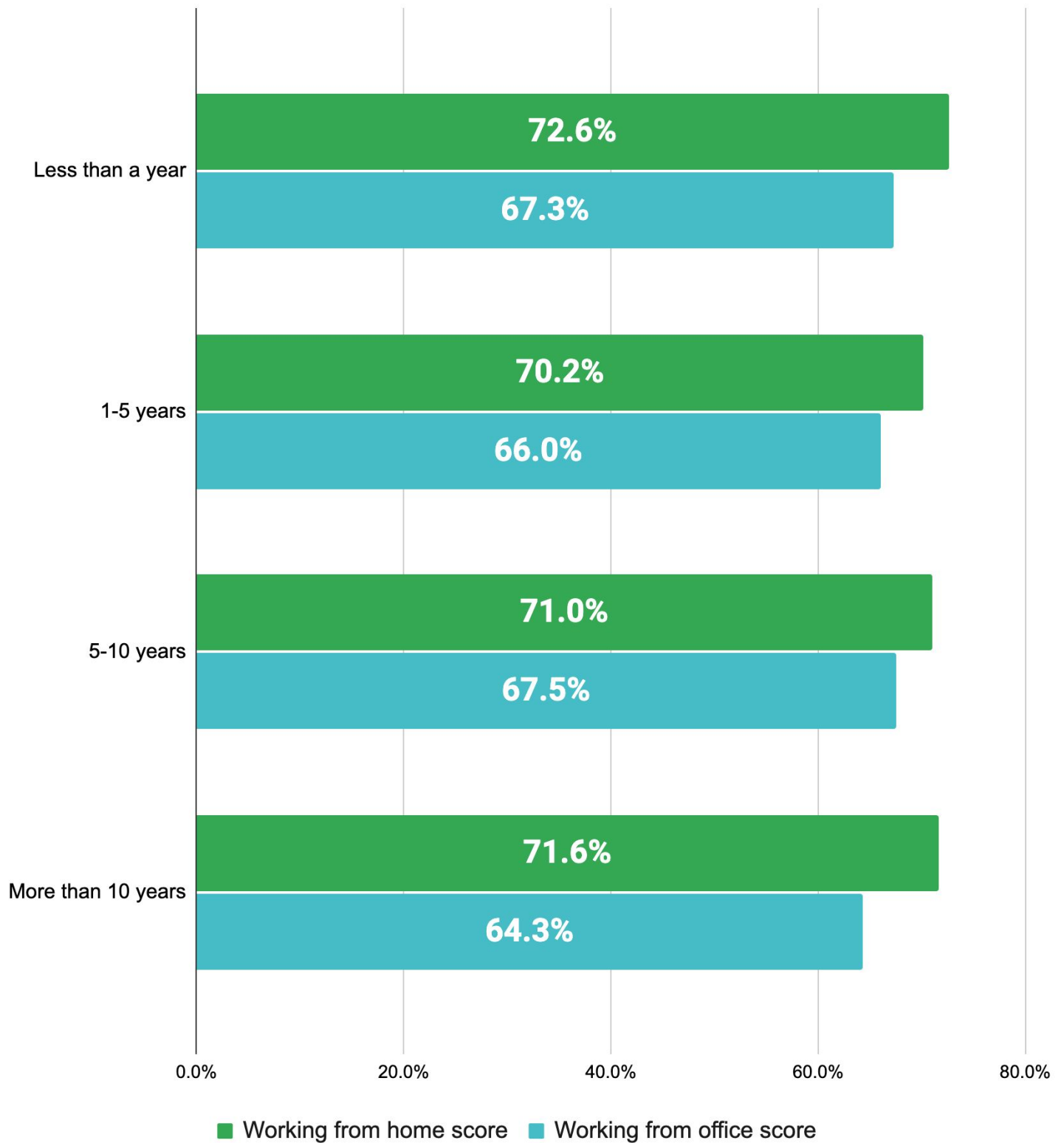
White
employees
score

70.8% vs 66.5%
(+4.3%)

Age comparison



Service length comparison



Industry comparison

Industry	Working from home	Working from Office
Advanced Manufacturing and Services	72%	66.2%
Agriculture, Forestry and Fishing	69%	71.6%
Architecture and Design	71.7%	61.4%
Business and Management Services	71.9%	69.9%
Chemicals, Mining and Metals Manufacturing	67.2%	60.4%
Construction and Building Materials	72.1%	70.6%
Defence	69.7%	66.2%
Education and Research	67.7%	68.5%
Energy and Utilities	65.8%	64.9%
Entertainment and Media	71.6%	65%
Financial Services	72.3%	67.9%
Health and Social Care	70.8%	65.9%
Hospitality	70.4%	69.8%
Legal Services	69.9%	70.5%
Manufacturing Consumer Goods	68.6%	65.1%
Marketing and Advertising	77.5%	71.6%
Non-profit Organisations	73.7%	70.8%
Other	72.2%	65.1%
Public Sector	68.2%	63.6%

Industry comparison

Industry	Working from home	Working from Office
Real Estate	68.4%	72.8%
Retail	70.1%	62.7%
Technology	74.1%	68.4%
Telecommunications and Publishing	66.9%	71.7%
Transportation and Logistics	71.3%	62%
Travel and Leisure	67.3%	65.1%
Wholesale	70.7%	63.3%

'I am recognised when I do something well'



Average Workplace
Happiness score

WFH vs WFO

72.5% vs 69.8%

(+2.7%)



'I am recognised when I do
something well' score

WFH vs WFO

69.2% vs 65.1%

(+4.1%)

I am recognised when I do something well



Female score

69.7% vs 65.9%
(+3.8%)



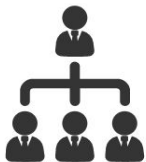
Male score

68.7% vs 67.8%
(+0.9%)



Other score

63.7% vs 55.5%
(+8.2%)



Management
score

70.3% vs 70.3%
(0%)



Non-management
score

68.2% vs 62.7%
(+5.5%)



Asian employees
score

69.8% vs 66%
(+3.8%)



Black/African/
Caribbean employees
score

69.9% vs 64.5%
(+5.4%)



Mixed/Multi-ethnic
Employees
score

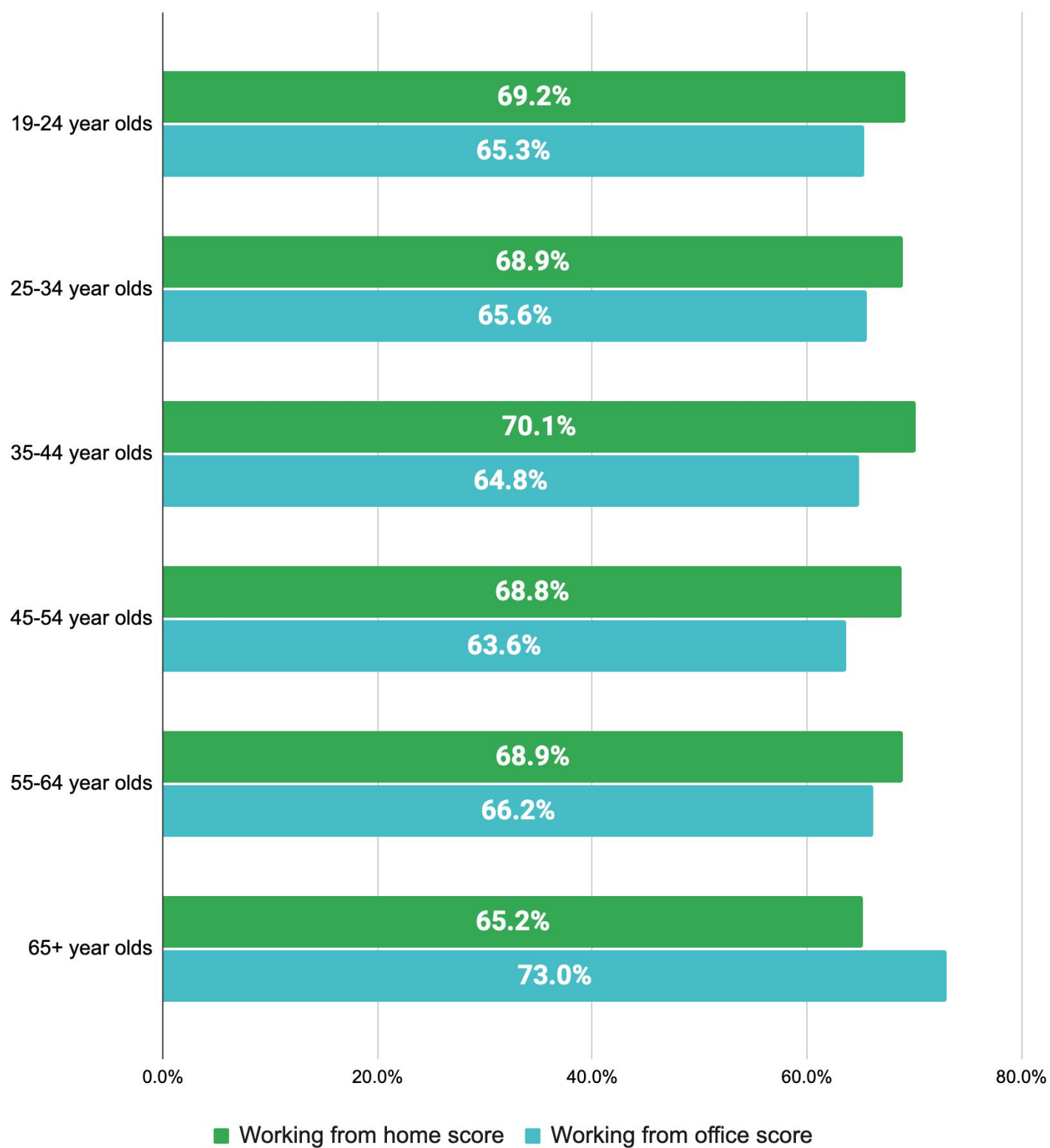
67% vs 65.2%
(+1.8%)



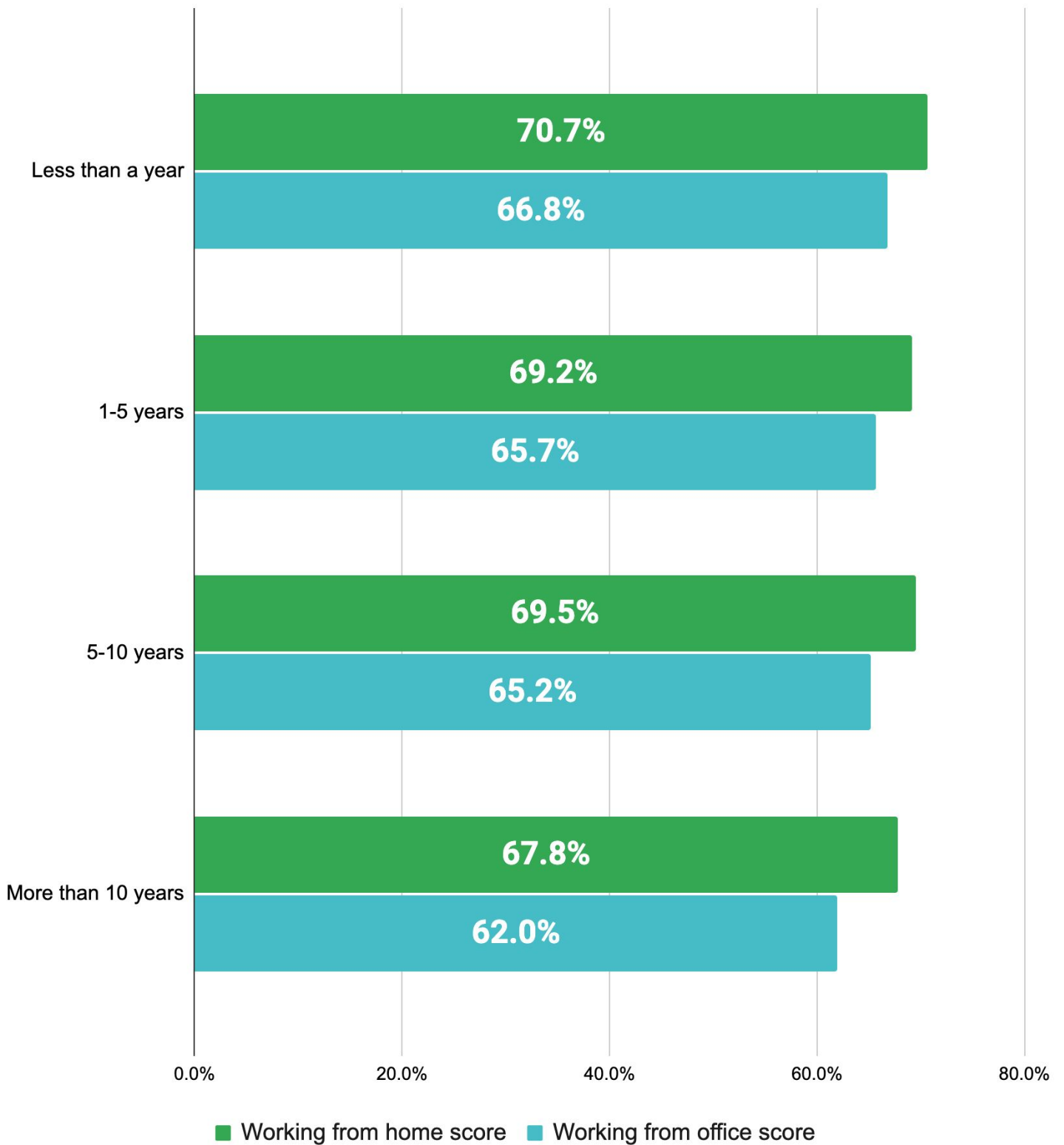
White
employees
score

69.3% vs 65.2%
(+4.1%)

Age comparison



Service length comparison



Industry comparison

Industry	Working from home	Working from Office
Advanced Manufacturing and Services	69.7%	62.8%
Agriculture, Forestry and Fishing	61.8%	64.7%
Architecture and Design	68.2%	64.1%
Business and Management Services	68.9%	69.6%
Chemicals, Mining and Metals Manufacturing	64.6%	64.7%
Construction and Building Materials	68.5%	68.6%
Defence	68%	66.5%
Education and Research	67.8%	65.6%
Energy and Utilities	65.3%	70%
Entertainment and Media	70.4%	73.6%
Financial Services	70.8%	67.3%
Health and Social Care	69.9%	64.5%
Hospitality	67.8%	67.1%
Legal Services	70.2%	68.5%
Manufacturing Consumer Goods	71.7%	65.6%
Marketing and Advertising	72.4%	72.2%
Non-profit Organisations	74.5%	70.4%
Other	70%	64.3%
Public Sector	68%	59%

Industry comparison

Industry	Working from home	Working from Office
Real Estate	67.4%	68.3%
Retail	67%	63.1%
Technology	75.4%	67.5%
Telecommunications and Publishing	68.2%	78.3%
Transportation and Logistics	71%	61.5%
Travel and Leisure	63.6%	60.9%
Wholesale	69.2%	64.9%

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